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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF BOLIVIA

IPF:(1987-91) $ 23 500 000

(BOL/89/504) - Strengthening of Public Management

Date of approval by the AC:[1/]	27 February 1991
Expected duration:	Three years
Proposed executing agency:	UNDP/OPS
Government implementing agency:	Ministry of Planning and Co-ordination
Source of funds:	MDP
Total UNDP budget:	$ 1 340 700

Project background

The modernization of the public sector and management development have been given the highest priority by the actual as well as by the previous Government of Bolivia. This priority is explained by the clearly perceived need of accompanying the new economic policy and the structural adjustment process, with an increased efficiency and rational organization of the structure and functions of the public sector. The previous Government had therefore requested the assistance of UNDP, through the MDP, to streamline the Central Government and Public Institutions organization, strengthen the capacity of the public sector to promote foreign private investments, establish a Foundation for Public Administration, establish the Institute for Public Management, and develop a new National Procurement System. A project, funded by SPR-MDP was approved by the Action Committee in January 1989, but its implementation was suspended, when the new Government took office in August 1989.

The new Government, while giving equal emphasis to the need for modernization of the public sector, decided to undertake a review of the strategy to be implemented. The results of this reconsideration of the strategy led the Government to request, in July 1990, a revision of the suspended project on the basis of the following considerations: (1) The streamlining of the central Government organization was being carried out by the Government without external assistance. One of the effects of the reorganization has been the abolishment in January 1991 of 23 Under-Ministries; (2) The promotion of investment was delegated to the private sector, with the assistance of an ongoing UNDP project; (3) An ongoing World Bank financed project, EMSO (Economic Management Strengthening Operation), originally intended to be complementary to the UNDP/MDP project, had enlarged its scope to include the establishment of a Foundation for Public Administration, which is now at an advanced design stage; (4) A decision was reached not to establish an Institute for Public Management, and to give priority instead to decentralized in-service training; and (5) the establishment of a new procurement system requires more preparatory work and will need UNDP co-operation through an IPF project at a later stage. The new Government has proposed therefore to change the focus of the project to a considerable extent. As a result of a dialogue with UNDP, and of a technical mission and of a formulation mission, during the second semester of 1990, the following conclusions were reached: (1) the MDP project component dealing with investment promotion should be modified in order to reflect the need to simplify the public administration, to remove the main constraints to effective

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management of sectoral institutions and to promote the role of the private sector; (2) two new areas appeared to be essential to achieve an increased effectiveness and modernization of the public sector: (a) the rationalization of public management and the deregulation of private activities in the sector of basic services; and (b) the improved management and co-ordination of the international co-operation. The present project was therefore reformulated accordingly.

Description of project

The present project is related to the objective "B" of the Country Programme, which is to modernize the management of the public sector. The immediate objectives are **(1)** establish mechanisms which rationalize the function of the State in investment promotion and support the private sector in mobilizing international co-operation and investments; **(2)** rationalize and define the scope of the public sector in the provision of basic services and related investments; and **(3)** strengthen the management and co-ordination of international development co-operation, at the central, regional and sectoral level.

Project activities will include: **With relation to the objective 1** the establishment of: (a) A fully operational Unit in the Confederation of Private Enterprises with the capacity of channelling and managing technical cooperation to private enterprises and of promoting a Pre-investment Revolving Fund; (b) A simplified, decentralized and automated national Unified Business Registry; (c) A reformed and strengthened Technical Service of Mine Cadastre; (d) Regulations for the application of the Hydrocarbons Law and a self-financing operational Unit in the Ministry of Energy to monitor law and regulations application; **With relation to the objective 2:** (a) A diagnosis of the basic services sector, identifying areas of deregulation, privatization and investment needs; (b) A proposal for the transformation of the regulatory and control legislation and institutional framework for the provision of basic services; (c) Criteria and "rules of the game" established to allow external financing to the private sector in the area of basic services, without intervention of the state; **With relation to the objective 3:** (a) The Directorate of International Co-operation in the Ministry of planning strengthened and capable of effectively managing revised mechanisms o. formulation, monitoring and evaluation of international co-operation; (b) Data base on international co-operation improved, with automated inputs from regional and sectoral institutions; and (c) A methodology established for evaluation studies on the impact of technical and capital assistance received and mechanisms established for needs assessment at central, regional and sectoral levels.

Inputs

UNDP will provide 481 work-months of international and national experts and consultants in management development, public administration, private and public law, sectoral legislation review and drafting, system analysis, industrial and electrical engineering, cadastre organization and management, hydrocarbons and oil economics, urban economics, sanitary engineering, communications, development cooperation, economics, sociology; support staff, travel and evaluation mission allocation; a subcontract for a legal study on regulatory systems in the sector of basic services, a subcontract for a study on financing opportunities for the private sector in the area of basic services; an allocation for study tours, to observe the experience of other countries in privatization; one vehicle, computer equipment, specialized software and supplies; and miscellaneous.

Financial data

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Personnel	1 112 200
Subcontract	36 400
Training	40 000
Equipment	129 000
Miscellaneous	23 100
Total	1 340 700

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APPROVAL OF UNDP ASSISTANCE TO AN INTER-REGIONAL PROJECT

(INT/91/901) - Support for the Promotion of TCDC (Umbrella Project)

Date of approval by the AC: 1/	6 March 1991
Expected duration:	12 months
Proposed executing agency:	UNDP/OPS
Proposed UNDP contribution:	$3 326 400 Source of funds: SPR

Project background

The importance of TCDC for national and collective self-reliance has long been recognized; however, much more needs to be done in order to implement fully the Buenos Aires Plan of Action (BAPA) for Promoting and Implementing TCDC and relevant follow-up General Assembly Resolutions and decisions of the Governing Council of UNDP and of the governing bodies of other organizations. Many developing countries face similar obstacles in their efforts to achieve sustainable socio-economic development; however, they have shown varying degrees of success in overcoming such obstacles. Furthermore, a number of them have developed technical capacities which, if properly tapped, can provide expertise and technologies more adapted to the socio-economic conditions and relative resource endowments of other developing countries than those imported from highly industrialized countries.

The fact that only some developing countries have achieved satisfactory levels of economic development and that many have not, does not argue against TCDC. Indeed, it is this diversity in approach and performance that provides a basis for the sharing of experiences that will in turn enrich the choice of development tools and strategies and widen the options of alternative development paths. The project proposal aims to provide a framework and a mechanism to institutionalize the matching of the technical co-operation needs and capacities of developing countries through the exchange of know-how and expertise. In order to facilitate such exchanges, the project will provide direct catalytic support and information on institutions of developing countries with capacities to provide training and expertise through the Information Referral System (INRES-South). The project proposal, together with a TCDC strategy which will be developed as an integral part of the project, will contribute to broadening the base for technical co-operation.

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Description of project

The development objectives of the project are to: (a) enhance national and collective self-reliance in the developing countries; (b) seek broad acceptance of TCDC as a modality for project/programme formulation and implementation; and (c) pursue enriched choice of development strategies and a widened range of options for alternative development paths.

The immediate objectives of the project are to: (a) promote TCDC at the country, subregional, regional and inter-regional level; and (b) develop and finalize a strategy for TCDC.

The proposed activities related to the first objective will fall into five broad categories: (i) training and orientation in TCDC concepts and modality; (ii) strengthening of TCDC focal point mechanisms; (iii) subject-specific workshops in areas of common interest to developing countries; (iv) Inter-governmental TCDC programming activities (matching of technical co-operation needs and capacities); and (v) expanded data management services (INRES-South).

The activities related to the second objective will result in a strategy for the promotion and integration of the TCDC concept and modality into UNDP-supported activities, the UN Development System and into the development planning and implementation processes of developing countries.

Inputs

UNDP will provide $3,326,400 from the SPR allocation of $10.1 million for TCDC for the period 1987-1991. Participating governments will cover costs of local conference facilities, internal transport, professional and secretarial staff services and other administrative and logistical support.

Financial data

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Personnel	56 000
Consultants	247 972
Missions (TCDC programming exercists)[1/]	1 557 718
Training and Workshops	1 008 570
Equipment	164 000
Miscellaneous	292 340
Total	3 326 400

1/These costs cover travel and DSA for participants from developing countries in technical co-operation capacities and needs matching activities.

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APPROVAL OF UNSO ASSISTANCE TO A PROJECT OF
ETHIOPIA

IPF: (1987-1991) $98 270 000
(ETH/90/X01) - Community Forestry Development and Soil Conservation Project, Fedis

Date of approval by the AC: 1/	6 March 1991
Expected duration:	Five years
Proposed executing agency:	Government
Proposed UNSO contribution:	$2 433 300
Source of funds:	The Government of Netherlands or UNSO General Resources

Project background

Ethiopia is currently facing a crisis of unprecedented proportion in the forestry sector which is also affecting agricultural production and the economy as a whole They key problem is deforestation which is caused by uncontrolled overgrazing and clear-cutting of forests both for agricultural expansion and for meeting the energy needs of both rural and urban residents. These activities now consume an estimated 100,000 to 200,000 hectares of forest annually. If the trend continues, the country's last forests will disappear permanently, leaving behind an ecological wasteland.

Although the contribution of the forestry sector to monetary GDP is marginal, it is of immense importance to the population as the main source of fuel and construction wood. Wood energy is supplemented by other biomass substitutes such as dung and crop residues. Almost 95 percent of the country's energy requirements is met from these three sources. This state of affairs cannot be sustained any longer both from ecological and economic point of view. Therefore, because of its many inter-relationships with productivity of the land, the woody biomass issue must be viewed as an integral part of the national food security strategy.

In addition to the problems outlined above, the eastern Hararge Region is also facing a severe food deficit. According to the Early Warning System in Ethiopia on food supply prospects for 1991, the food shortage in Fedis, Meyuburka and Garamuleta Awrajas means that a total of 85,640 people are likely to need food support in 1991.

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Description of project

This is a Community Forestry and Soil Conservation project designed to combat environmental degradation and rural poverty in the Fedis Awraja of Eastern Hararge Region of Ethiopia. The principal intervention measures will include community forestry, on-farm forestry (agro-forestry) and soil and water conservation; with a component of rural infrastructure development. Project strategy is extension oriented and will include support to the formation and participation of grassroots community participation (interest groups below the level of the larger Government sponsored Peasant Association structure) and institutional support to the Government Institution (MoA) as a means of ensuring the long-term sustainability of the development effort.

In an effort to contribute to the alleviation of the current food shortages in the area, the project will utilize food for work in the community forestry, soil and water conservation and construction components of the project.

Inputs

UNSO will provide a total of 79 work-months, consisting of one senior advisor, two associate experts and short-term consultancies. WFP will provide food inputs consisting of 2,221 MT wheat and 89 MT oil. Other inputs will include buildings, vehicles, nursery equipment, fuel and maintenance, and training.

Financial data

	$
Personnel	350 000
Subcontract	626 500
Training	240 000
Equipment	628 400
Miscellaneous #	509 100
Agency support cost	79 300
Total	2 433 300

(# Includes operation and maintenance, direct cost and contingency)

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
UGANDA

IPF:(1987-91) $61 774 000

(UGA/87/008) - Assistance to Economic Planning (Supplementary Assistance)

Date of approval by the AC:[1/]	6 March 1991
Expected duration:	Four years
Proposed executing agency:	World Bank
Government implementing agency:	Ministry of Planning and Economic Development (MPED)
Proposed UNDP contribution:	$ 863 000 Source of funds: IPF
Previous UNDP budget:	$3 225 900
Total UNDP budget:	$4 088 900

Project background

The Economic Planning and Aid Co-ordination Project is now in its final year. As noted by the evaluation mission which was carried out in August 1990, the project has made substantive progress in the achievement of most of its objectives, particularly in helping the Ministry of Planning and Economic Development (MPED), successfully introduce policy changes conducive to the revitalisation of the Ugandan economy, thus creating a favorable environment for further economic development. The above-mentioned project has been effective in reaching its macroeconomic objectives, helping MPED to move to modern analytical approaches and to strengthen its ability to reform policies that had proven to be obstacles to stabilization and development. The evaluation also noted the many synergistic effects created by the project in increasing local capacity, ranged from production of a comprehensive compendium of the common cadre of local economists and statisticians to setting in motion the Masters of Arts program in Economics at Makerere University (which is now supported through another Government-executed project). Not only can project achievements be demonstrated qualitatively, but they can be spelled out in quantitative terms as well -- over 50 local economists have successfully been provided overseas training and remain in the Ministry, at least 20 in-country seminars and workshops have been held, and well over several hundred reports and working papers have been produced.

However, the evaluation mission also noted that some work remains to be completed in several areas and should be undertaken during this year to ensure successful completion of the project along the lines developed in the original project document and taking into consideration the ongoing policy reform and capacity building programmes to which the project contributes. UNDP supplementary assistance has been requested based on the

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recommendation of the Evaluation Mission carried out in August 1990 and on the consensus reached at the tripartite review held on 17, October 1990. Because of the emphasis that the Government, under its current Economic Recovery Programme has placed on policy reform and national capacity building, it has become necessary for the project to expand some of its activities beyond those foreseen when the project was originally formulated in 1987-88. The additional resources are therefore requested to finance the essential inputs to reinforce these on-going capacity building initiatives in the field of economic policy reform, until the end of 1991.

Description of project

The immediate objectives of the project are to: (a) provide the trained economist staff of the Ministry after the end of 1991; and (b) establish and reinforce capacity building programmes in the fields of economic policy reform/management aid coordination and regional (district) planning.

Inputs

UNDP will provide extension of the subcontract arrangement including the development adviser (six man-months); the macroeconomic adviser (nine man-months); an economic planning adviser (10 man-months); an macroeconomist (10 man-months); other short-term consultancies (12 man-months); three UNVs (27 man-months); national experts (six man-months); three fellowships and in-service training for the Manpower Planning Department and Sectoral Planning Groups in line ministries; expendable and non-expendable equipment; and miscellaneous costs.

Financial data

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Personnel	261 800
Subcontract	451 700
Training	81 400
Equipment	43 000
Miscellaneous	25 000
Total	863 000

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